



# PMI

## Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®

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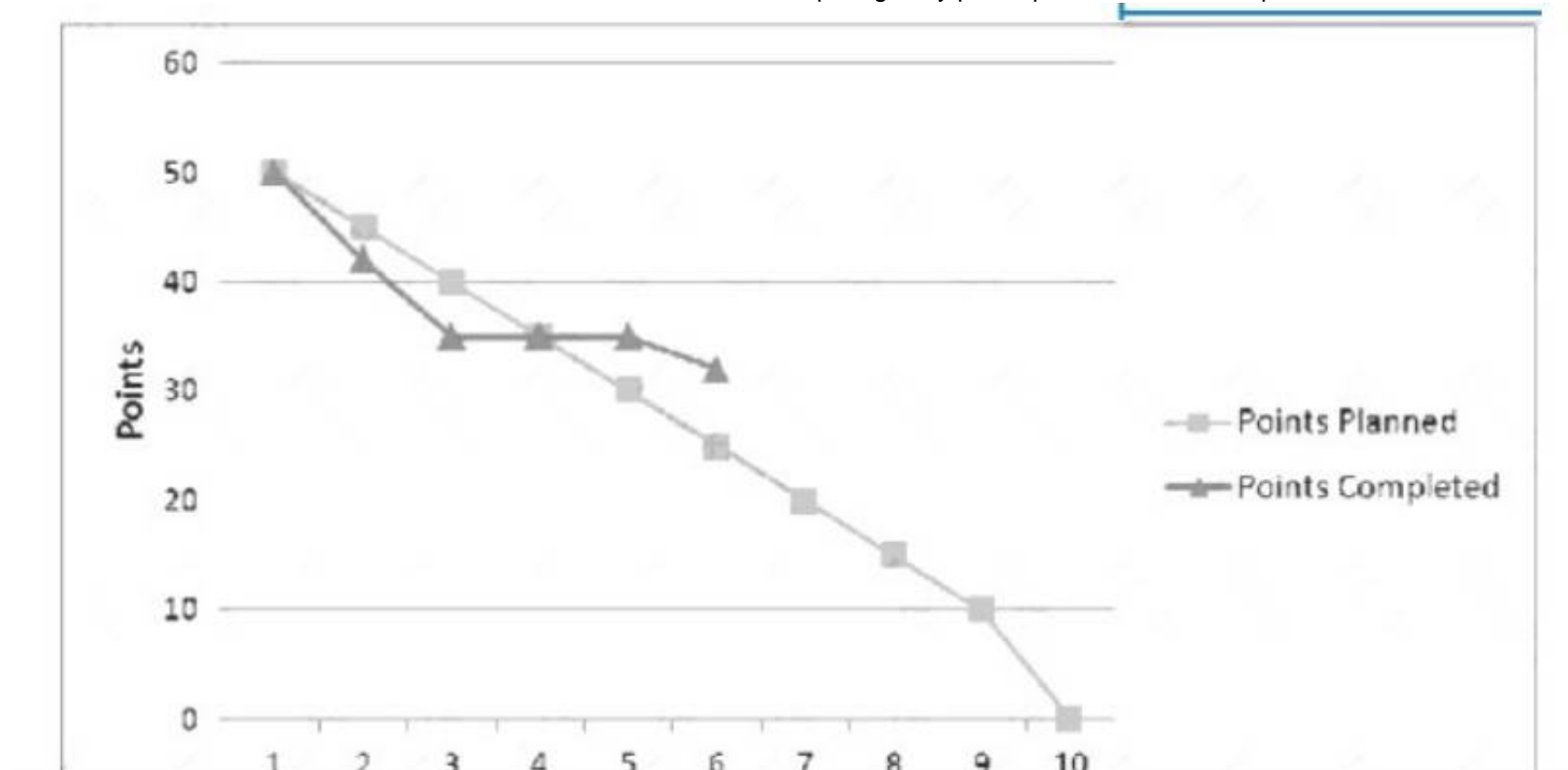
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### NEW QUESTION 1

Based on the chart, what is the current status of the iteration when comparing story points planned versus completed?



- A. The iteration is in jeopardy.
- B. The team has removed scope.
- C. The iteration is ahead of schedule.
- D. The team's velocity is constant.

**Answer: A**

### NEW QUESTION 2

An organization initiates a pilot project to introduce agile methodology for the successful delivery of projects. What should the project manager do to share this project's knowledge and learning with wider organizational business groups?

- A. invite people from across the organization to attend daily stand ups
- B. invite people from across the organization to attend retrospectives
- C. Invite people from across the organization to attend the release meeting and project retrospectives
- D. Regularly meet with people across the organization to share the project's lessons learned and best practices

**Answer: D**

### NEW QUESTION 3

A product owner asks a newly formed scrum team how many story points will be completed in a sprint. What should the scrum master do?

- A. Engage the team to determine the sprint velocity based on previous agile projects
- B. Average the sprint velocity based on input from team members
- C. Share the sprint velocity obtained from the sponsor with the team
- D. Run multiple sprints before determining the sprint velocity with the team.

**Answer: A**

### NEW QUESTION 4

An agile team provides feedback that user stories include insufficient details to understand the requirements. What should the agile practitioner do?

- A. Coach the product owner to update only the acceptance criteria.
- B. Instruct the agile team to fix the user stories during the next retrospective.
- C. Facilitate a user story workshop with the agile team.
- D. Inform the product owner's manager that the work items provide insufficient detail.

**Answer: C**

### NEW QUESTION 5

During a team meeting, members who are subject matter experts (SMEs) mention that they are continuously working on repetitive tasks, which has lowered motivation. What should the agile practitioner do?

- A. Organize a team-building activity to improve team morale.
- B. Have team members work in pairs to learn from each other and develop new skills.
- C. Ask team members to perform a value stream analysis of their activities.
- D. Add more resources to the team to help with the tasks.

**Answer: B**

#### NEW QUESTION 6

When introducing agile processes to a company, a quality assurance (QA) manager resists and believes that the switch to agile will remove quality controls and documents How should the agile practitioner address this concern?

- A. Educate the QA manager that in agile, quality is integrated from the beginning to end of the project.
- B. Write backlog items that include QA as part of the description.
- C. Ask for the current QA documents and incorporate them into the technical debt backlog.
- D. Ask the product owner to write tests and QA controls into the acceptance criteria

**Answer:** A

#### NEW QUESTION 7

An agile team has been given a complex project with a basic set of requirements which need further elaboration and review. How should the team iteratively build out the backlog of requirements with the stakeholders?

- A. Conduct a requirements gathering workshop.
- B. Deliver the basic requirements iteratively.
- C. Have the product owner fill out the requirements backlog.
- D. Have the stakeholders fill out the backlog before starting the project.

**Answer:** B

#### NEW QUESTION 8

During a sprint, the team encounters a technical problem that becomes an impediment to completing two stories. What should the scrum master do?

- A. Ask the lead developer to identify a solution, and then share the details with the team.
- B. Ask a technical manager or architect to determine a solution to the problem.
- C. Work with the product owner to add a spike to the next sprint to identify a solution.
- D. Create a collaborative team environment so that the team can explore a solution together.

**Answer:** D

#### NEW QUESTION 9

Stakeholders have conflicting requirements, and the product owner is struggling to decide which user stories to write. What should the product owner do?

- A. Ask the agile practitioner to help write the user stories.
- B. Ask the agile team to facilitate a story-writing workshop.
- C. Ask subject matter experts (SMEs) to help write the user stories.
- D. Ask the agile practitioner to facilitate a story-writing workshop.

**Answer:** C

#### NEW QUESTION 10

A member of the development team is working on a prioritized non-functional requirement involving integrating with a 3rd party system This integration has not been done before on the project.

What should the project leader suggest?

- A. Develop and document a detailed architectural design peer review with the development team, and implement/test
- B. Develop the functional requirements of the solution first before any non-functional requirement, as they provide more customer value.
- C. Discuss the integration requirement with the product owner and negotiate it to be lower on the backlog to focus on the minimal marketable feature
- D. Develop and test the implementation approach and demonstrate it at the next sprint review to collect feedback.

**Answer:** A

#### NEW QUESTION 10

A learn using Kanban identifies that their cycle time has significant variation After brainstorming, the team determines that the root cause is the stones' varying sizes and risks What should the team do?

- A. Reduce work in progress (WIP) limits to accommodate slack for riskier stories
- B. Create a triage step on the Kanban board to pre-identify risky stones
- C. Set a policy to break down stories larger than a specified complexity, then adjust the WIP
- D. Create a dedicated overflow swimlane on the Kanban board for stones that are too large

**Answer:** C

#### NEW QUESTION 15

A team is transitioning from a predictive approach to an agile approach. Historically, the team has delivered work products that did not meet customer expectations. What agile practice can help the team to alleviate this?

- A. Test-driven development (TDD)
- B. Clear definition of done and regular demos
- C. Collaborative team planning games
- D. Consistent team velocity

**Answer:** B

#### NEW QUESTION 19

A project is starting and the type of work is complex and suitable for agile in assessing the team members it appears that co-location would be a challenge. What should the agile practitioner do?

- A. Select and implement collaboration tools to augment team interactions
- B. Provide each geographical area with their own product owner and divide the work between the teams
- C. Increase the number of requirements documents and ensure they are clearly communicated
- D. After several sprints calculate velocity based on primary team location and use secondary team as reserve

**Answer:** A

#### NEW QUESTION 23

Trend analysis shows that velocity is significantly higher than predicted and the release can be completed one month ahead of schedule. The team recommends changing the end date to reflect this. What should the agile practitioner do?

- A. Jointly meet with the team and product owner to discuss options and determine the end date
- B. Announce that the team has exceeded the predicted velocity and that the end date will be earlier than planned
- C. Ask the product owner to include additional features in the product backlog then replay subsequent iterations
- D. Ask the team to decrease velocity to meet contractual obligations and document this decision

**Answer:** A

#### NEW QUESTION 24

The product owner of an agile project is frustrated because the team is unable to deliver as many features as expected. The product owner asks the team to reduce test-automation levels, since the quality assurance team will test the product at project completion. The product owner expects that more features will be delivered in each iteration using this approach. What should the agile practitioner do?

- A. Ask the opinion of key stakeholders and the client to ensure the correct approach is being used
- B. Work with the team to use this approach and request a quality assurance iteration after every three iterations
- C. Propose to completely eliminate test automation, since this is a quality assurance function
- D. Suggest merging the quality assurance and delivery teams to enhance each iteration's test-automation levels and reduce redundancy

**Answer:** D

#### NEW QUESTION 27

A company is moving into a new space and is determining the best configuration for offices. The management team is also considering moving to an agile process. What advice should an agile practitioner give?

- A. Arrange the office space to allow co-location of development teams and centrally located information radiators.
- B. Isolate each development team to reduce all outside distractions.
- C. Ensure management understands the need for isolation to allow for concentration.
- D. Define the agile method the company will be using, and implement the office configuration based upon that method.

**Answer:** D

#### NEW QUESTION 28

While attending a conference, an agile practitioner learns of a new user interface (UI) framework that could benefit the team. What should the agile practitioner do next?

- A. Identify a team member to do a proof of concept using this framework.
- B. Email the team directing them to immediately begin using this new framework.
- C. Obtain feedback from team members on the new framework, and then suggest that the product owner create a backlog item to do a spike on it.
- D. Discuss this option at the next retrospective.

**Answer:** D

#### NEW QUESTION 32

During an iteration review, the agile team asserts that a product is complete because development and review were finished. The product owner disagrees, since the product has not been tested. What should the agile practitioner do?

- A. Work with the agile team and product owner to agree on the definition of done.
- B. Ask the project sponsor to determine whether the product is completed.
- C. Plan another review after the product has been tested.
- D. Add testing to the backlog, and have the product owner reprioritize.

**Answer:** A

#### NEW QUESTION 35

Two similar stories A and B are estimated at 3 story points. Story C is estimated at 8 points. After an iteration in which A and C were completed it is found that story A took much longer than story C. What should the agile practitioner do?

- A. Assign story B more than 8 story points so to provide a better estimate
- B. Add points to story B's iteration to account for the error but keep story B at 3 points
- C. Assign more resources to story B to bring it in line with the estimate

D. Reestimate all stories including values for A B and C

**Answer:** D

#### NEW QUESTION 36

How can an agile team working on a new product ensure alignment with external stakeholders?

- A. Ask the product owner to provide a detailed product specification document.
- B. Conduct story-mapping exercises to clarify deliverables and release priorities.
- C. Hold a kick-off meeting to assign roles and responsibilities.
- D. Work with the scrum master and stakeholders to ensure agile principles are followed.

**Answer:** C

#### NEW QUESTION 38

How should a project leader manage stakeholder expectations in an agile project?

- A. Establish a common vision and success criteria and involve all the stakeholders in the iteration reviews.
- B. Invite stakeholders for the iteration reviews but do not include new stakeholders which may limit project success.
- C. Involve all the stakeholders in iteration reviews but do not entertain all expectations of all stakeholders.
- D. Communicate issues to all stakeholders via email and only communicate risks to internal stakeholders.

**Answer:** A

#### NEW QUESTION 43

An agile team is working well together, but productivity has been flat. What can the project leader do to help them improve performance?

- A. Review the burndown chart to identify ways to increase efficiency.
- B. Chair a weekly team retrospective focusing on identifying areas for continuous improvement.
- C. Ask a senior manager to initiate a root-cause analysis.
- D. Identify team key performance indicators (KPIs) and create positive incentives when targets are achieved.

**Answer:** B

#### NEW QUESTION 44

An agile project manager notices that the product owner manages team members' day-to-day tasks in a way that distracts them from their core responsibilities. In addition, the team believes that their questions on product backlog prioritization are not being answered on time. What should the agile project manager do?

- A. Discuss and address this in the iteration retrospective.
- B. Let the product owner know it is the project manager's responsibility to drive a team's tasks
- C. Discuss the roles and responsibilities of the project team with the product owner.
- D. Ask the product owner to work extra hours to answer the team's questions.

**Answer:** A

#### NEW QUESTION 49

An agile team is working on a new product. To ensure that all unknown issues are clarified before committing to the scope, the team plans to work only on spike user stories for the next three sprints. What should the agile coach do in this situation?

- A. Ensure that the spikes identify the risks early in the project to increase the chances of success
- B. Ensure that the business sponsor accepts the proposal and agrees to fund the additional spike sprints
- C. Recommend that, in the first sprint user stories with higher priority be executed in addition to the spike
- D. Support the decision because release planning will be improved and the product backlog can be better groomed after all spikes are executed

**Answer:** D

#### NEW QUESTION 54

During sprint planning the product owner wants the team to prioritize and deliver a number of features which have the highest business value. Due to technical dependencies the team does not agree with the prioritization. What should the project leader do?

- A. Encourage the product owner and team to reprioritize the features and select ones which can be delivered without any dependencies
- B. Encourage the team to continue with the current plan, do what they can, and carry forward the work not done to the next iteration
- C. Ensure the team captures the technical dependencies as issues within the backlog and prioritize based on value optimization
- D. Ensure that the required subject matter experts (SMEs) are engaged by the product owner to help with backlog prioritization

**Answer:** C

#### NEW QUESTION 55

An agile team is working on the first sprint, and have already planned the second and third sprints. However, market conditions now require a change to the features. What should the product owner do?

- A. Communicate the importance of the business need to the team and refine the product backlog.
- B. Ask the team to discuss the changes to the features with the customer.



- C. Meet with the agile team lead to prioritize the requirements.
- D. Discuss and prioritize the requirements with the team.

**Answer:** A

#### NEW QUESTION 57

During a project's last few sprints, an agile practitioner notices an increase in defects. A root-cause analysis indicates that a poor understanding of the requirements was caused by the inability of the product owner to communicate clearly. What should the agile practitioner do?

- A. Inform the product owner's manager so that corrective action may be taken.
- B. Communicate this to the product owner, and offer to help facilitate discussions with the team.
- C. Encourage a team member to raise this during the retrospective to ensure that the product owner is aware.
- D. Escalate this issue to the sponsor so that corrective action may be taken.

**Answer:** C

#### NEW QUESTION 58

An agile team's client has been asked to expedite the delivery of the next release. By delivering one month early, the company can generate US\$40,000 more than expected for the quarter.

What should the agile team do?

- A. Adhere to the new deadline and immediately advise the client that the schedule has been expedited
- B. Advise the client that it is best to continue as planned rather than introduce unforeseen risks by expediting the schedule.
- C. Submit a change request to the client with a 50% increase in charges due to the new potential profit.
- D. Request additional resources to meet the expedited deadline and obtain training for the new resources.

**Answer:** D

#### NEW QUESTION 63

A team's technical lead believes that manual testing tasks should be conducted by junior team members below their level. The junior team members think it is unfair and refuse the tasks.

What should the scrum master do?

- A. Tell the technical lead to do the testing.
- B. Facilitate an open and focused team discussion that reinforces team agreements.
- C. Ask the team manager to advise the technical lead that all tasks are important.
- D. Encourage the team to take ownership of the delivery.

**Answer:** B

#### NEW QUESTION 66

What should an agile practitioner do to ensure that the end product meets business requirements?

- A. Invite the team to iteration review meetings
- B. Obtain agreement from the product owner on business requirements
- C. Request that regular reports are sent to stakeholders
- D. Confirm managers and stakeholders are invited to product review meetings.

**Answer:** D

#### NEW QUESTION 70

During the implementation of a story, a scrum team notifies the scrum master of a technical challenge that is causing a delay. What should the scrum master advise the team to do?

- A. Implement the story since the team is running behind schedule.
- B. Create a spike to finalize the story's technical approach.
- C. Transfer the story to a scrum team experienced in solving similar problems.
- D. Ask the product owner to reduce the story's priority and wait until more technical details are available.

**Answer:** D

#### NEW QUESTION 74

Based on the backlog metrics in the chart, what can explain the Jump in points at the end of iteration 4?

Backlog at start	500 points
End of iteration 1	475 points
End of iteration 2	450 points
End of iteration 3	425 points
End of iteration 4	450 points

- A. The team neglected to account for support and maintenance costs associated with other supported products
- B. The team discovered that previously accepted work could be greatly improved and added story points associated with that work
- C. The team realized that some stories were underestimated relative to other stones and reestimated as needed
- D. The team learned that the product owner needed to increase the output in the next release

**Answer:** D

#### NEW QUESTION 77

An agile team is planning the next iteration for a product release that has accumulated technical debt. What should the team do?

- A. Add code cleanup activities to the product backlog and request prioritization by the product owner
- B. Add code cleanup activities to the next iteration and request clarification from the product owner
- C. Add code cleanup activities to the next iteration and ask the product owner to end the current iteration
- D. Add code cleanup activities to the next release backlog and request documentation from the product owner

**Answer:** A

#### NEW QUESTION 82

Early in a project, stakeholder analysis is performed, however an organizational restructure redefines key roles. What should the project team do?

- A. Note the changes to the restructure and roles that affect team activities
- B. Use direct engagement and two-way conversation to update the stakeholder analysis for any new stakeholder requirements
- C. Email a copy of the project vision to those redefined for key roles and ask if they need to be involved in the project
- D. Obtain a copy of the redefined key roles to update the stakeholder analysis

**Answer:** B

#### NEW QUESTION 84

An agile practitioner wants to communicate the effect of technical debt on the project. What should the practitioner do?

- A. Post and discuss rises in the burn down chart
- B. Adjust story points to account for technical debt.
- C. Log technical debt as an impediment.
- D. Add refactoring tasks to all stories

**Answer:** C

#### NEW QUESTION 86

A company president is concerned about the impact of a natural disaster on the company. How should management identify areas to apply its resources and mitigate potential impacts?

- A. Establish and keep an active risk register that includes mitigation strategies and a cost-benefit analysis.
- B. Establish and keep an active risk register based on qualitative risk analysis and expected losses.
- C. Have each development team post the highest risk development items on the information radiator.
- D. Avoid risk by splitting development teams into two locations to ensure knowledge continuity.

**Answer:** A

#### NEW QUESTION 89

During planning sessions, an agile practitioner notices that some team members do not share common ideas. What should the agile practitioner do?

- A. Ask the team if they would like to adopt alternative techniques.
- B. Create a team norms document to set participation guidelines.
- C. Ask the scrum master to resolve the issue at the stand up meeting.
- D. Capture feedback during lessons learned at the end of the iteration.

**Answer:** D

#### NEW QUESTION 92

A team member is stressed due to a heavy workload, while other team members have some slack in their schedules. How should the team lead address this?

- A. Inform management, and suggest that additional resources may be required
- B. Discuss the issue with the team member in the daily stand up meetings
- C. Meet personally with the stressed team member to brainstorm ways to better manage their time
- D. Begin tracking the stressed team member's tasks in a separate backlog for additional analysis and reporting

**Answer:** C

#### NEW QUESTION 93

During a retrospective, the agile practitioner discovers that a team member's process improvement idea has worsened the outcome. What should the agile practitioner do?

- A. Commend the team on
- B. Trying the idea then encourage discussion regarding alternatives
- C. Ask a manager to direct the team on fixing the process
- D. Encourage the team to continue executing the idea to see if it improves
- E. Privately speak with the team member to convey that their idea worsened the outcome

**Answer:** D



#### NEW QUESTION 97

An agile team member from a cross-functional team has been unable to complete assignments due to tasks assigned by the functional manager. What should the Scrum Master do?

- A. Dismiss the team member
- B. Discuss the situation with the functional manager
- C. Report the functional manager to the project sponsor
- D. Demand that the functional manager respect the team's charter

**Answer: B**

#### NEW QUESTION 101

A newly formed scrum team wants to foster an environment of transparency and experimentation. The team decides to use a Kanban board to record and track encountered impediments. Emphasis is placed on how issues are resolved and the strategies for preventing them in the future. Over time, what will be the result of this approach?

- A. Kaizen
- B. Specific measurable, assignable, realistic
- C. and time-based (SMART) goals
- D. Key performance indicators (KPIs)
- E. Muda

**Answer: A**

#### NEW QUESTION 103

Senior management is frustrated at the lack of a detailed implementation plan that shows exactly when the project will end and when all requirements will be met. The team has been using a rolling wave planning approach so far on the project. How should the agile practitioner explain to senior management the benefits of this approach?

- A. it ensures a consistent level of detail is available in the project schedule.
- B. it prevents a wasteful buildup of requirements inventory that may never be processed
- C. it provides a concrete definition of project scope, cost and duration
- D. it allows the team to lock down the items to be included in a release

**Answer: D**

#### NEW QUESTION 104

A newly formed development team experienced difficulty with accurately estimating product backlog items. As a result, the team failed to deliver all of the features in the sprint backlog for the past two iterations. What should the team do to improve the accuracy of their estimates?

- A. Decrease the sprint time box until the team is able to deliver the entire agreed-upon sprint backlog in a single sprint
- B. Discuss estimating techniques in the daily scrum meeting
- C. Increase the size of the development team until the team is able to deliver the entire agreed-upon sprint backlog in a single sprint
- D. Begin tracking estimated effort metrics as an input to performance evaluation.

**Answer: B**

#### NEW QUESTION 109

A product owner with experience in a predictive approach wants the team to develop very detailed schedules and cost estimates for the next 10 sprints. What should the Scrum Master do?

- A. Suggest the product owner start by focusing on the next 2 sprints instead of 10
- B. Spend the first few sprints to develop detailed schedules and budgets
- C. Invite the product owner to the retrospective to explain the team's approach to schedule and budget
- D. Explain that detailed project schedules and budgets are not artifacts in agile projects

**Answer: A**

#### NEW QUESTION 113

During a review session, an agile team presented done requirements to a group of stakeholders. Stakeholder feedback indicated that the done requirements failed to meet the most pressing needs and provide value. What should the team have done to prevent this?

- A. Reprioritized requirements prior to committing to iteration work
- B. Ensured that requirements remained stable during the iteration cycle
- C. Had stakeholders focus on items created after the product backlog was initially built
- D. Worked on features rather than a set of components

**Answer: D**

#### NEW QUESTION 114

Midway through a sprint, a team member discovers that the product design fails to adhere to the organization's enterprise architecture standards. Since this required escalation to the architecture team for further analysis and resolution, the team was unable to deliver its sprint goal and the sprint was cancelled. What should the team have done to avoid this?

- A. Escalated the issue to management

- B. Ensured the early engagement of key stakeholders
- C. Provided feedback to the architecture team to change the enterprise architecture standards
- D. Raised an exception for non-adherence to the enterprise architecture standards for this product

**Answer:** B

#### NEW QUESTION 116

Midway through a project, the product owner learns from the sponsor that a major component, which is already 20 percent complete, is unimportant to users. The component was part of the approved scope and a key selling point for the project. What should the product owner do next?

- A. Obtain approval from the change control board to discontinue the component.
- B. Ask the team to continue developing the component.
- C. Ask the team to discontinue developing the component.
- D. Request the sponsor's formal approval to discontinue the component.

**Answer:** C

#### NEW QUESTION 120

An event management team is following an agile approach to prepare for an upcoming conference. The regional sales manager, from where the conference is to be held, contacts the team with a number of questions about the company's booth. What should the team do?

- A. Inform the sponsor about the regional sales manager's disruptiveness and ask that all questions be diverted to the weekly meetings.
- B. Stay focused on the current iteration and let the project manager deal with the regional sales manager's questions.
- C. Invite the regional sales manager to the next iteration review to share the progress.
- D. Create a risk on the risk register to account for some potentially new requirements from the regional sales manager.

**Answer:** C

#### NEW QUESTION 123

Prior to a retrospective, discussions among team members indicate conflict. An agile practitioner wants to ensure an open and safe environment during the retrospective. What should the agile practitioner do?

- A. Review established ground rules with the team.
- B. Ask team members specific questions to identify the cause.
- C. Encourage the team to continue working to maintain the iteration's schedule.
- D. Meet with the product owner and stakeholders to discuss the issue.

**Answer:** A

#### NEW QUESTION 125

What can a team use to prioritize stories?

- A. MoSCoW method
- B. Planning poker technique
- C. Weighted average calculation
- D. INVEST scale

**Answer:** A

#### NEW QUESTION 130

Outing a review session a customer representative is concerned that a story fails to satisfy the scope of work. However the product owner declares that the scope of work is complete What should be done with this story?

- A. Mark it as incomplete and prioritize it for the next sprint
- B. Mark it as complete, since the product owner has the final say
- C. Discard it and create a new story for the remaining scope of work
- D. Mark it as complete, since the team completed the scope of work

**Answer:** D

#### NEW QUESTION 132

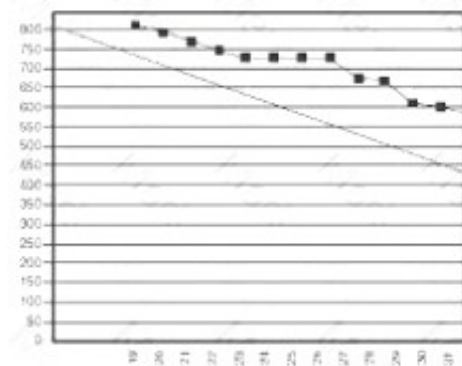
When a learn member encounters an issue in an agile environment, what should they do?

- A. Limit communication between the team members and the customer to prevent unnecessary anxiety
- B. Manage communication between ail team members and the customer to promote effective and transparent collaboration
- C. Manage communication between a few team members and the customer so that they may convey information to other team members
- D. Facilitate one-on-one communication between team members to reduce conflict and inefficiencies

**Answer:** D

#### NEW QUESTION 134

Based on me burndown chart, what is the iteration's status?



- A. It trended ahead of schedule and completed everything on time
- B. It took more time than expected and had to be lengthened
- C. It trended behind schedule and did not complete everything on time
- D. It took less time than expected and had to be shortened

**Answer: C**

#### NEW QUESTION 137

The learn is refining user stories during the backlog grooming session and confused on the acceptance criteria and level of details What should the agile practitioner do?

- A. Complete the test cases before creating the story in the backlog
- B. Define the detailed business requirements so that the team can continue with development
- C. Define the user stories with just enough details so the team can collaborate continuously
- D. Ensure the acceptance criteria includes testing scenarios, so the learn can do thorough testing

**Answer: C**

#### NEW QUESTION 141

An agile team member identifies a potential problem within the project team How should the team's coach react?

- A. Document the problem escalate to the project manager, and develop a solution for the team
- B. Add the problem to the backlog and assign resolution to a future iteration
- C. Instruct the team to try to solve the problem within the team
- D. Perform root cause analysis and report the problem to the product owner

**Answer: C**

#### NEW QUESTION 146

How can a scrum team obtain more feedback from a minimally responsive outside stakeholder?

- A. Keep sprints short.
- B. Invite the stakeholder to the daily stand ups.
- C. Ask the stakeholder for estimates for each user story.
- D. Schedule more demos during each sprint.

**Answer: A**

#### NEW QUESTION 149

A project team meets to estimate user stories for a sprint. While an important non-functional requirement must be delivered in the sprint the estimate exceeds sprint capacity. What should the team do?

- A. Estimate only functional requirements that will impact product quality
- B. Add team resources
- C. Refer the issue to the product owner
- D. Break non-functional requirements into those that can be delivered in the given sprint

**Answer: C**

#### NEW QUESTION 150

After seeing the planned features for an upcoming release, a customer notes that a vitally important and complex one is missing. The team estimates that this feature significantly exceeds its average velocity. How can this issue be resolved?

- A. Break down the feature into smaller parts, and commit to completing the minimum viable product.
- B. Complete the iteration to which they have already committed, and include the feature in the next release.
- C. Change the planned features to include only the vitally important one.
- D. Extend the iteration to complete the feature.

**Answer: A**

#### NEW QUESTION 152

During product development, changes in technology and regulations require the team to reassess product architecture. How should this technical debt be

captured?

- A. Include it in the product backlog and use a new indicator to annotate that it is technical debt.
- B. Include it in the product backlog as a low-priority issue.
- C. Since it is not a part of agile methodologies, it should not be tracked.
- D. Have team members maintain personal lists of issues and consolidate the lists during review.

**Answer:** A

#### NEW QUESTION 157

A client states that a product is not being built as requested. How should the agile team address this?

- A. Conduct an internal review to validate functionality before shipping
- B. Audit the quality control process to ensure that the product adheres to requirements.
- C. Lengthen iterations to ensure there is sufficient time to build functionality
- D. Hold product review sessions with the client to obtain product acceptance.

**Answer:** B

#### NEW QUESTION 160

During the review session, the product owner discovers that the user interface has a response time of 10 seconds. The non-functional requirements state that it should respond in less than two seconds. The team complains that this requirement was not communicated to them. What should have been done to avoid this?

- A. A comprehensive user story with all non-functional requirements should have been created.
- B. Non-functional requirements should have been added to the acceptance criteria
- C. Non-functional requirements should have been added to the definition of done
- D. A team review of the scope of work should have been conducted

**Answer:** A

#### NEW QUESTION 163

A product owner new to the role is very enthusiastic about an agile project with an energetic team. What should be done first to ensure successful delivery of the product?

- A. Hold a meeting with the team and the product owner to develop the team charter, working agreement, guiding principles and product vision
- B. Ask the product owner to create the project vision and charter and then discuss the guiding principles with the team
- C. Hold a meeting during which the team can present the project charter, high-level project plan and team values to the product owner
- D. Send the product owner to formal product-owner training where the product owner can learn how to create a product vision

**Answer:** A

#### NEW QUESTION 166

Toward the end of a project, the product owner discovers that the project has a high probability of failure due to a critical feature not functioning as expected. What should the product owner do?

- A. Terminate the project to cut losses.
- B. Review possible options and make an informed decision to cut losses based on delivered business value.
- C. Bring in experts to increase the probability of success.
- D. Continue the project, release the product without the failing feature, and fix the feature in a subsequent release.

**Answer:** D

#### NEW QUESTION 168

An agile team has only one database administrator with the necessary knowledge of database-related tasks. The project manager identifies the risk that if this person leaves, team velocity will significantly decrease. What should the agile coach do?

- A. Start the hiring process for a new, equally skilled database administrator as a replacement.
- B. Move this database administrator to another team so that team members learn database-related tasks.
- C. Add another database administrator to balance the workload and aid with knowledge retention.
- D. Obtain agreement from the team that, on upcoming sprints, the database administrator will act only in an advisory capacity.

**Answer:** C

#### NEW QUESTION 171

An executive requests information regarding a sprint status. What action should the product owner take?

- A. Invite the executive to the standup.
- B. Direct the executive to the information radiator.
- C. Personally meet with the executive.
- D. Email the requested information to the executive.

**Answer:** D

#### NEW QUESTION 174

A product owner feels that the last sprint failed to sufficiently deliver what was valuable to the organization's overall project goals. What should the scrum master mention at the next retrospective?

- A. Solutions to project problems that were built into the last sprint
- B. Problems that arose
- C. Solutions that saved that organization the most time and money
- D. Problems that were solved

**Answer:** A

#### NEW QUESTION 178

What should a Scrum Master do when one team member falls behind in their tasks'?

- A. Move the task to another team member who has spare capacity in the sprint
- B. Ask the team for suggestions
- C. Privately offer the team member encouragement to meet task commitments
- D. Notify the product owner

**Answer:** B

#### NEW QUESTION 181

An agile team is preparing a release plan for a project. What information will the team need to complete this plan?

- A. Amount of work needed to complete a single user story
- B. Amount of work that can be accomplished by each team member
- C. Amount of work that can be accomplished in an iteration
- D. Amount of work that can be accomplished by the entire team

**Answer:** D

#### NEW QUESTION 182

A company is considering developing a new, complex application that will require a large initial investment. However, if successful, the profit potential is high. When preparing an analysis, what should be used to encourage stakeholders who are concerned about project failure to authorize the initial investment?

- A. Calculated planned percent complete (PPC)
- B. Many small minimally marketable features (MMFs)
- C. Story points rather than cost estimates
- D. Calculated earned value (EV)

**Answer:** B

#### NEW QUESTION 185

During a backlog refinement meeting, a senior team member raises a concern about an epic sizing that requires the use of a new interface for a vendor product. The product owner acknowledges this as a risk. What should the product owner do now?

- A. Log the risk in the risk register, and share the information with impacted stakeholders at the next monthly review meeting.
- B. Create a spike story to determine what needs to be done to use the new interface.
- C. Lower the epic's priority so that it can be deferred, and analyze it during backlog refinement meetings.
- D. Move the work to the vendor, since they have better knowledge of interface implementation.

**Answer:** B

#### NEW QUESTION 186

An agile coach is assigned to help a project learn that was recently co-located close to a very popular business. Many team members visit this business during working hours which affects team performance. What should the agile coach do to mitigate this issue?

- A. Speak with the functional managers and come to an agreement that will resolve the issue
- B. Explain to functional managers that too much control will inversely impact team morale
- C. Meet with the team to discuss the issue and identify specific actions to reduce or eliminate the issue
- D. Inform the team there will be penalties to anyone who visits that business during working hours

**Answer:** C

#### NEW QUESTION 189

A team member on a new scrum project previously provided support to another application. Due to issues with that application, the team member's former supervisor continues assigning them tasks related to that project. The new project's scrum master includes this issue in the risk register. What should the scrum master do next?

- A. Monitor the threats and risks while allowing the team member to multitask on both projects
- B. Assign more resources to the sprints to compensate for the absences of the team member
- C. Ensure that the threats and risks are communicated and addressed
- D. Assign fewer stories to the sprints so that the team member can still meet sprint goals

**Answer:** C



#### NEW QUESTION 191

What estimation technique is an agile team using when collectively estimating the relative size of its stories using story points?

- A. Parametric
- B. One-to-one comparison
- C. Affinity
- D. Planning poker

**Answer:** D

#### NEW QUESTION 193

While struggling to take ownership of delivery, an agile team fails to keep up with its sprint commitments. What should the agile coach do?

- A. Work with the sponsor to develop team expectations.
- B. Provide the customer with a list of deliverables and obtain agreement.
- C. Encourage the team to more frequently interact with all stakeholders.
- D. Work on finishing upfront product design rather than comprehensive documentation.

**Answer:** C

#### NEW QUESTION 197

A product's scope and acceptance criteria have been defined, and the product is planned for release at the end of the next quarter. What should the project team do next?

- A. Estimate the project team's capacity.
- B. Determine how much work can be delivered.
- C. Calculate how much work will fit into the next iteration.
- D. Estimate items in the product backlog.

**Answer:** A

#### NEW QUESTION 202

Midway through a sprint the scrum master identifies that reassigning a certain task could help the team meet its sprint goals. What should the scrum master do next?

- A. Alert the team that sprint goals might not be met and create an alternative plan
- B. Obtain team buy-in to perform modifications to the sprint backlog
- C. Have the sprint proceed as planned
- D. Ask the team to decide if the task should be reassigned

**Answer:** B

#### NEW QUESTION 205

An agile team identifies that their velocity is lower than predicted, and that their previous forecasts in the product roadmap are wrong. The team is worried that they will be unable to meet a critical release date without corrective action. What should the team do?

- A. Collaborate with the product owner to reprioritize the product backlog, thus ensuring that more features will be completed before the release.
- B. Ask the team lead to calculate the team's target velocity according to the project plan, and assign additional resources to increase capacity.
- C. Focus on velocity and schedule concerns during the retrospective to inspect, adapt, and improve the process and plans.
- D. Reestimate the backlog items from the release, ensuring that contingency is included to set stakeholder expectations.

**Answer:** A

#### NEW QUESTION 207

A product owner complains that some of the requirements identified several Aerations ago have not been implemented. The product owner wants to know why the status of these requirements was not communicated What should the Scrum Master do?

- A. Point out that the team chose to work on other requirements to speed up the project
- B. Ensure that the product owner reviews the contents of the information radiator
- C. Ensure that the next sprint planning meeting reviews the satisfaction histogram
- D. Point out that it is the responsibility of the product owner to clarify requirements

**Answer:** B

#### NEW QUESTION 208

A globally distributed project team is using email and phone calls as the only way to share information. Delays in resolving issues often occur due to misinterpreted communications, leading to a lower team velocity. What steps should the project leader take to improve knowledge sharing?

- A. Meet individually with each team member to identify the issues and relay information to the remaining members through status reports.
- B. Establish a live video feed between the dispersed teams to enable spontaneous engagement and collaboration on issues.
- C. Request that the customer co-locate the team to overcome the communication issues, as this is the only method to ensure agility.
- D. Inform the customer of the challenges and lower velocity of the project to accomodate for the slower delivery pace.

**Answer:**



B

#### NEW QUESTION 211

Team A is working on the second sprint of a product release Team B. which is an interdependent team located on the same floor requires extensive and frequent information to complete its sprint goal What should the agile team lead do?

- A. Create a central repository for information, and provide access to team B
- B. Use an information board that will be visible to an passing through the workspace
- C. Email ail stakeholders with status updates
- D. Provide team B with the information on an "as needed" basis

**Answer:** A

#### NEW QUESTION 212

A product owner obtains customer confirmation on product requirements and provides them to the team. After explaining the user stories, the product owner receives agreement for acceptance from the team.  
What should the team do next?

- A. Use agile estimation techniques to create a shared understanding of when the user stories will be completed.
- B. Agree upon development and testing activities for the user stories.
- C. Complete the user stories, and provide a demo for the product owner and customer.
- D. Complete the user stories, and hold a retrospective to discuss them.

**Answer:** A

#### NEW QUESTION 215

A company has decided to combine lwo similar products consisting of multiple teams into one product Engaged customers want to know how the company is looking at re-organizing it's teams.  
What strategy should be employed to re-organize the teams?

- A. All the teams from both products should be simultaneously called together and allowed to completely self-manage
- B. Teams that worked on similar components in the separate products should be combined to minimize disruption and capitalize on synergies
- C. After grouping individuals by role multi-discipline teams should be created that are comprised of one member from each role
- D. Features should be prioritized and then teams should be orgainzed around those priorities

**Answer:** A

#### NEW QUESTION 218

When prioritizing features to be delivered in an iteration, on what features should an agile team defer work?

- A. High-risk and high-value
- B. High-risk and low-value
- C. Low-risk and low-value
- D. Low-risk and high-value

**Answer:** B

#### NEW QUESTION 220

During the iteration planning of a newly onboarded agile team, the product owner adds a set of high priority user stones into the iteration backlog What should the team do first to define the tasks needed to implement the user stories?

- A. Self-organize
- B. Assign tasks to each team member
- C. Meet with me customer
- D. Identify the Scrum Master

**Answer:** A

#### NEW QUESTION 224

During a sprint review, the product owner identifies a required improvement for a feature's user interface (UI) delivered during the sprint. What should the product owner do next?

- A. Create a user story for this new improvement and put it in the product backlog for prioritization and validation by the customer.
- B. Create a user story for this new improvement and prioritize it for the next sprint.
- C. Document it as a requirement creep.
- D. Ask the team to take on additional story points to improve the UI.

**Answer:** A

#### NEW QUESTION 226

During an iteration planning meeting, the team suggests changes to add product value that will require extra work and impact the schedule. What should the agile project leader do?

- A. Re-estimate the project.
- B. Finish the product as it was initially planned.
- C. Try to include as many changes as possible.

D. Ask the product owner for approval to proceed.

**Answer:** D

#### NEW QUESTION 231

How should an agile project leader interact with the product owner?

- A. Conduct regular one-on-one meetings to review development features and trace them back to the product roadmap.
- B. Ensure that they attend regular sprint meetings to provide product-feature feedback.
- C. Share any new versions of the project plan with them, including updated statuses for tasks and project milestones.
- D. Schedule meetings where they can provide team direction regarding new-feature priorities and upcoming sprints.

**Answer:** C

#### NEW QUESTION 233

There is a database feature requiring three members of a seven person team. A meeting is scheduled at the beginning of the sprint to go over technical needs to complete the story.

Who should the Scrum Master invite to the meeting?

- A. The core team and the customer
- B. The product owner and key stakeholders
- C. The customer and the sponsor
- D. The core team and the product owner

**Answer:** D

#### NEW QUESTION 237

A new team member asks what changes could accelerate a change to the project plan. What should be the proper response?

- A. Competitors joined forces with the team
- B. The customer Changed requirements
- C. Project team members obtained additional certifications
- D. Technology which did not interfere with the final product

**Answer:** B

#### NEW QUESTION 238

The team underestimated the complexity of a story, resulting in new decomposition of the work to be delivered in the current sprint and items to be returned to the backlog. What should the Scrum Master do next?

- A. Ask the project manager to work with the product owner to help generate clearer stories in the future.
- B. Develop guidelines to prevent future occurrences.
- C. During the retrospective, discuss the issue and create an action plan to avoid it in the future.
- D. Allow the team to devise a corrective action without external intervention.

**Answer:** C

#### NEW QUESTION 243

How can an agile practitioner ensure that all key stakeholders are properly engaged in planning?

- A. Collect stakeholder requirements.
- B. Conduct an iteration planning meeting.
- C. Communicate product backlog items to the stakeholders.
- D. Facilitate a product development roadmap workshop.

**Answer:** D

#### NEW QUESTION 245

The product owner of a team starts the iteration review with a quick walkthrough of the iteration goal, the list planned stories with status, and a demo of all the stories to the business. What should the product owner have done differently?

- A. Demonstrated only the completed stories and seek stakeholder feedback
- B. Presented the budget situation and review the cost variance
- C. Reviewed the test results to gain confidence from the stakeholders
- D. Presented a demo of all the stories including the work in progress stories

**Answer:** A

#### NEW QUESTION 246

Midway through an iteration, an agile team learns that a team member will be unavailable for the next two iterations. As a high-performance team what should the team do?

- A. Raise an impediment that resource tasks will be blocked, and notify the product owner
- B. Ask the delivery manager for a temporary resource
- C. Ask the scrum master to assign that team member's tasks to the next available resource

D. Assume the team member's tasks to meet iteration goals, and notify the product owner.

**Answer:** A

#### NEW QUESTION 249

A team member has spent 5 days on a spike and the first set of experiments has not been successful. The issue is the development team member has determined a short-term rather than a long-term solution.  
What should the project leader do?

- A. Assign the spike to another resource to continue research for the long-term solution
- B. Re-establish the spike, encourage experimentation and collaborate with the team.
- C. Stop experimentation and negotiate the short-term solution with the customer.
- D. Schedule a root-cause analysis with the development team on the same issues with the spike

**Answer:** B

#### NEW QUESTION 250

During its first sprint a new scrum team realizes that it has insufficient team members with test automation skills to effectively complete its stories. What should the team do?

- A. Cross-train some members in the automation framework to broaden their capacity with that skill
- B. Ask the product owner to add team members to boost this particular skill set
- C. Send a member to automation framework training when funds are available
- D. Avoid using test automation by swarming on the testing tasks and using manual testing

**Answer:** B

#### NEW QUESTION 255

A member of a project's development team approaches the team lead and requests database administrator training. The team member believes that their inability to handle this work, and to rely on outside specialists is impacting team velocity.  
What should the agile team lead do?

- A. Send the member to training
- B. Ask the outside specialists if database administration is required from the team
- C. Send one member to training only after asking the team if there is an issue with the current work flow
- D. Wait until all members of the team can attend training

**Answer:** B

#### NEW QUESTION 258

During a project review, the team discovers customer feedback that would add scope. The project leader is concerned that the team will be unable to incorporate this feedback and still meet the product launch date.  
What should the project leader do?

- A. Finalize the feedback in the form of a change request
- B. Limit the scope of the feedback to only those changes that the team can feasibly accommodate
- C. Encourage all feedback, then work with the customer to prioritize work for future sprints
- D. Allow the team to decide what feedback to incorporate.

**Answer:** C

#### NEW QUESTION 260

An agile practitioner becomes a Scrum Master on an established Scrum team. After introductions, what should the agile practitioner do?

- A. Coach team members to improve functional specialties and increase overall velocity.
- B. Identify where team processes misalign with accepted Scrum practices.
- C. Facilitate the identification of problems or issues and help the team resolve them.
- D. Review the backlog to ensure that it is prioritized, refined, and properly tasked.

**Answer:** D

#### NEW QUESTION 263

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